

2010-2012 Strategic Plan for WORKFORCE DEVELOPMENT



*Alabama's blueprint for a
comprehensive workforce development system*



"Workforce development...is an opportunity – the chance to unleash the creative, productive, and innovative force found only in people, for the economic and social betterment of our cities, states, and nations."

Shari Garmise

A message from the Director

The 2010-2012 Strategic Plan for Workforce Development is the blueprint for Alabama's workforce development system and the continued implementation of Governor Riley's commitment for Alabama to have a world-class workforce development system that is second to none (see Executive Order 36). The Strategic Plan outlines major strategies and actions that Alabama's workforce development partners will implement to maximize efficiency, effectiveness, and responsiveness in providing services for job seekers and employers.

Providing leadership for the workforce development system is the State Workforce Planning Council (SWPC). The Council is composed of the heads of state agencies that have a workforce development function, industry representatives, and a two-year college president. The Council coordinates planning, budgeting, and resource allocations for workforce development projects in the state.



Industry-led Regional Workforce Development Councils play a vital role in the workforce system. The ten Regional Councils ensure local priority workforce development needs are addressed by collaborating with service providers to develop program proposals and secure funding.

The goals of the Alabama Workforce Development System are for:

- Individuals to prosper by obtaining and retaining successful employment; and
- Employers to prosper by obtaining and retaining skilled employees.

The strategies and actions in this Plan are intended to achieve the goals and provide a framework for programs and other initiatives.

The Strategic Plan covers a three-year period, 2010 through 2012, and will be reviewed annually by the SWPC. The Plan was developed by the GOWD, with direction from the SWPC, chairs of the Regional Workforce Development Councils, and chairs of the State and Local Area Workforce Investment Boards. The Plan was adopted by the SWPC October 7, 2009.

For the past year, the Governor's Office of Workforce Development and its partner agencies implemented the strategies outlined in the 2008-2009 strategic plan. As 2008 drew to a close, Alabama was continuing on the fast track to provide a trained workforce to fill the ranks not only of its new and expanding industries, but also of its existing industries. Alabama's companies needed employees and Alabama's workforce partners answered the call by aligning training programs with industry needs and making sure that citizens were aware of employment and training opportunities.

By spring 2009, however, Alabama was experiencing the effects of the nation's economic downturn. Alabama's economy may have slowed but a turnaround will come, and our goal is to be ready. We are using this economic "down time" to prepare our citizens – especially those who have lost their jobs – for the inevitable economic upswing. Alabama's economic development recruitment

efforts continue to pay dividends and a solid workforce development strategy goes hand in glove with those efforts.

To quote Benjamin Franklin: “Failure to plan is planning to fail.” Failure is not an option for the Alabama workforce development system.

In reviewing the 2008-2009 Plan, it is clear that the state’s workforce partners have accomplished much. In addition to continuing the forward momentum of aligning programs to meet the needs of employers and job seekers, our workforce system marshaled its resources to respond quickly to Alabamians who lost their jobs. To highlight just a few accomplishments, our system has:

- Provided more than 1,500 high school students an early start on postsecondary education and career development through dual enrollment.
- Established the Alabama Career Center System as the “front door” for both job seekers and employers.
- Served individuals with a mobile career center in areas experiencing high unemployment or large layoffs.
- Established the Retrain and Retool for Reemployment program to inform Alabamians, especially dislocated workers, of options for assistance.
- Opened additional career center sites on two-year campuses to accommodate citizens (college campus locations save the career center system money and allow clients easy access to training).
- Ensured that through Regional Workforce Development Councils, funds are driven to the local level to meet documented priority needs.
- Initiated an application review process to ensure funding allocations address documented high-demand, high-wage occupations.
- Funded Ready-to-Work programs at two-year colleges for individuals with limited employment skills.
- To assist businesses maximize productivity, implemented the Alabama Operations Management Institute.
- Established a Business and Education Services Division to work with business, industry, regional workforce development councils, and two-year colleges to ensure that training needs are addressed.
- Worked with community leaders to implement actions that address the impact of Base Realignment and Closure (BRAC) in East Alabama and the Tennessee Valley.
- Implemented a successful summer youth employment program.
- Implemented numerous training programs to address needs identified by regional workforce development councils.
- Awarded more than 22,000 Career Readiness Certificates that document individual’s workplace academic and problem-solving abilities.

Workforce development is an on-going process, driven by constant change and technological advances. I thank workforce development professionals, educators, and leaders throughout Alabama for their support, their commitment, and their vision.

A handwritten signature in black ink that reads "Matthew Hughes". The signature is written in a cursive, flowing style with a large, stylized 'M' and 'H'.

FY10-12 STATE STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT

The following strategies and actions will be employed to achieve the goals of Alabama's workforce development system: 1) Individuals to prosper by obtaining and retaining successful employment; and 2) Employers to prosper by obtaining and retaining skilled employees.

STRATEGY 1: *Maximize efficiency, effectiveness, and responsiveness of the Alabama Career Center System.*

Action Steps:

1. Increase awareness of services available through the Alabama Career Center System.
 - Implement awareness campaign via website, descriptive brochures, public service announcements (PSAs), etc.
 - Install directional signage to career center system service locations.
2. Streamline and enhance operations and services of the Alabama Career Center System.
 - Eliminate duplicate management at career center sites.
 - Cross train career center staff.
 - Implement a single data collection, reporting, and management system that meets needs of multiple workforce development programs.
 - Locate or relocate the Alabama Career Center System service offices on or near two-year college campuses, whenever feasible and beneficial to clients.
 - Implement a professional development plan for career center personnel.
3. Collaborate with state agencies to develop and implement initiatives to place populations served in employment or training.
 - Partner with Department of Human Resources, Department of Senior Services Department of Rehabilitative Services to develop and promote services for training education, and placement of populations served.

STRATEGY 2: *Ensure that workforce development programs and services are aligned with current and future needs of job seekers and employers.*

Action Steps:

1. Solidify role of regional workforce development councils.
 - Annually establish regional workforce development priorities through strategic planning.
 - Continue practice of regional workforce development councils vetting and approving funding requests that address identified priorities.
 - Achieve appropriate non-profit organization status for regional councils.

2. Identify and incorporate industry-recognized credentials for workforce training.
 - Implement the National Association of Manufacturers (NAM)-Endorsed Manufacturing Skills Certification System in career technical education programs and training courses.
 - Promote the Alabama Career Readiness Certificate, WorkKeys assessments, and WorkKeys job profiles through conference sessions, group presentations, etc.
3. Promote active involvement of Workforce Investment Board members in establishing direction and leadership for the overall workforce development system.
 - Align local and state workforce board membership with regional workforce development council membership.
 - Ensure that current labor market information is available to Workforce Investment Board members.
4. Increase access to programs that prepare students for careers in high-demand science, technology, engineering, and mathematics (STEM) fields.
 - Establish state-wide agreements that maximize coursework articulation between applicable associate degree and baccalaureate programs.
 - Maximize participation of two-year colleges in the Alabama Network for Engineering Transfer (ANET).

STRATEGY 3: *Increase the number of skilled workers in Alabama's labor pool.*

Action Steps:

1. Expand career exploration and career development opportunities for individuals.
 - Maximize funding available to support tuition waivers in career and technical education dual enrollment programs.
 - Establish apprenticeship as viable option for youth and adults.
 - Promote use of virtual guidance websites (Career Voyages, Alabama Mentor, etc.) to job seekers, students, parents, and educators.
 - Utilize secondary education career technology centers for dual enrollment and training for adults.
2. Promote employer awareness of untapped labor pools.
 - Provide employers information needed to identify and successfully hire individuals from non-traditional labor pools such as former law offenders, mature workers, and recipients of Temporary Assistance to Needy Families (TANF) funds.
 - Partner with veterans' organizations including Alabama's Operation Grateful Heart and Army Career and Alumni Program (ACAP) to identify and assist veterans reentering the workforce.
 - Partner with Vocational Rehabilitation and other disability organizations to provide services to employers and individuals to successfully hire people with disabilities.
3. Ensure a seamless transition between secondary and postsecondary career and technical education programs.
 - Utilize a variety of communication methods to ensure that secondary and

postsecondary students, parents, instructors, and administrators are aware of and fully utilize articulation agreements for career and technical education courses.

- Continue updating plans of instruction, course directories, and articulation agreements based on identified industry practices and standards.

STRATEGY 4: *Assist employees and employers to maximize retention and productivity.*

Action Steps:

1. Assist companies to implement continuous improvement and quality assurances practices.
 - Ensure the Alabama Operations Management Institute (AOMI) is self-sustaining.
 - Coordinate services by drawing upon expertise from ATN, Alabama Industrial Development Training (AIDT), and the Training for Business and Industry (TEBI) program personnel.
 - Incorporate “soft skills” (e.g. work ethics) in career and technical education programs and workforce training courses.
2. Maximize benefits of the Workforce Investment Act Incumbent Worker Training Program.
 - Implement an incumbent worker training model that directs funds to the most critical needs.
3. Assist workforce development professionals in providing high quality services for Alabama companies.
 - Develop operations manuals for workforce development professionals.
 - Communicate information and provide assistance through a workforce development professionals web page.
4. Develop a cooperative network of state resources to serve businesses in Alabama.
 - Distribute to employers a compendium of workforce development services available through the Alabama workforce development system.
 - Schedule regular meetings at the regional level for TEBI, ATN, and AIDT personnel to review training activities and workforce needs to promote collaboration in serving clients.

STRATEGY 5: *Ensure that Alabamians are aware of career opportunities, skill requirements, and education and training options.*

Action Steps:

1. Maximize utilization and benefits of Internet-based communications to targeted populations.
 - Revise and update Governor’s Office of Workforce Development website so that it is user-friendly and informative.
 - Utilize social networking media (e.g.; Facebook, Twitter) to communicate employment, training, and related information.
 - Promote career exploration websites to youth and adults.

2. Work with partner agencies on State Workforce Planning Council to maximize publicity and marketing initiatives.
 - Develop and implement a comprehensive marketing plan for the Alabama workforce development system.

STRATEGY 6: *Demonstrate accountability.*

Action Steps:

1. Maximize the impact of workforce development funds.
 - Monitor expenditures to ensure appropriate and effective use.
 - Conduct regular on-site visits to funded recipients to assess project performance and effectiveness, and to validate expenditures; provide technical assistance as warranted.
 - Rescind and redistribute unused funds.
2. Maintain transparency in all aspects of the workforce development system.
 - Clearly state in proposal solicitations the required and permitted use of funds.
 - Utilize a multi-agency review committee to recommend workforce development proposals for funding.
 - Post online the amounts of funds awarded for workforce development projects, sources of funds, project descriptions, and names of recipients.
 - Distribute to state legislators customized information files; update files with monthly mailings of project activities and information on grants awarded in their districts.

STRATEGY 7: *Strengthen tie between workforce development and economic development.*

1. Collaborate with state and local economic development agencies in industry recruitment.
 - Assist economic development officials by identifying and training workers for new and expanding companies.
 - Publicize through economic development section of GOWD website the number of Career Readiness Certificates by level awarded in each workforce development region; promote use of this information to demonstrate a potential labor pool.
2. Promote better understanding of both workforce and economic development among agency professionals.
 - Ensure that workforce development professionals from the Governor's Office of Workforce Development and the two-year college system complete the Alabama Economic Development Institute.
 - Ensure that economic development officials are active members of regional workforce development councils and are knowledgeable of the state workforce development system services and resources.



Executive Order 36

WHEREAS, on December 30, 2003, and again on February 19, 2004, Executive Orders were issued creating the Office of Workforce Development. Subsequently, the requirements for the most effective and efficient operation of this office, and of this function, have changed, causing the need to amend the current structure of this office. Therefore, I hereby rescind both versions of Executive Order Number 17 and replaced them with a new Executive Order.

WHEREAS, improving Alabama's system of workforce development is a primary goal of State government; and

WHEREAS, there are a number of existing executive agencies directly responsible to the Governor that have rights, powers, duties and responsibilities that involve, in significant part, employment training and development. Streamlining and consolidating the functions of certain of these agencies into a single agency that offers the opportunity to realize significant cost savings, eliminate redundancy and simplify the organizational structure of the Executive Branch, improve accessibility and accountability, provide more efficient use of specialized expertise and facilities, reduce administrative support, and promote more effective sharing of best practices and state of the art technology, among other things; and

WHEREAS, strengthening Alabama's system of workforce and economic development to build a highly skilled and globally competitive workforce throughout the State is a primary goal of State government; and

WHEREAS, State government must continue to improve the effective utilization of existing resources in support of workforce and economic development to significantly reduce fragmentation and duplication of efforts.

NOW THEREFORE, based upon those considerations, and for other good and valid reasons which relate thereto, I, Bob Riley, Governor of the State of Alabama, by virtue of the authority vested in me by the Constitution and laws of the State of Alabama, do hereby direct the consolidation of the administration of federal and state workforce development activities by creating the Office of Workforce Development. This Executive Order replaces both versions of Executive Order No. 17, dated December 30, 2003 and February 19, 2004.

BE IT ORDERED that the Governor shall appoint the Director of Workforce Development for the state's two-year college system to serve as the Director of the Governor's Office of Workforce Development. The Director of the Governor's Office of Workforce Development shall serve in that capacity at the pleasure of the Governor. The State Workforce Planning Council shall develop, administer and coordinate the implementation of a comprehensive State Plan for Workforce Development to be approved by the Governor with input from the State Workforce Investment Act (WIA) Board. The Council shall be composed of the following members or their respective designees:

the Director of the Office of Workforce Development;

the Chancellor of The Alabama College System;
the Director of the Alabama Department of Economic and Community Affairs;
the Director of the Department of Industrial Relations;
the Director of the Alabama Development Office;
the Commissioner of the Department of Human Resources;
the Commissioner of the Department of Senior Services;
the Director of the Alabama Industrial Training Institute; and
the State Superintendent of Education.

Three at-large members shall be appointed by the Governor, one of whom shall be the president of an Alabama public two-year college and the other two representing Alabama business and industry. The chairperson of the Planning Council shall be the Chancellor of The Alabama College System and the Co-chairperson shall be the Director of the Department of Industrial Relations.

BE IT FURTHER ORDERED that all the powers, duties, rights and responsibilities related to workforce development vested in the Alabama Department of Economic and Community Affairs with respect to the administration of the federal Workforce Investment Act of 1998 and any subsequent re-authorization and all liabilities arising therefrom are transferred to the Office of Workforce Development.

BE IT FURTHER ORDERED that all the workforce development powers, duties, rights and responsibilities of other units of State government and programs under the direction of the Governor whose responsibility is to provide workforce development and/or training within the State including, but not limited to those not vested in statute, and all liabilities arising therefrom are transferred to the Office of Workforce Development.

BE IT FURTHER ORDERED that personnel in the Alabama Department of Economic and Community Affairs, and other units of State government who are assigned directly or indirectly to programs transferred by this Executive Order shall continue their service within the Office of Workforce Development. While such transferred employees shall receive no change in grade or pay, their roles and responsibilities may change subject to the discretion of the Director.

BE IT FURTHER ORDERED that, whenever any provision of an Executive Order or any Act or section thereof transferred by this Executive Order provides for membership on any council, commission, board or other entity, the Director of the Office of Workforce Development or his/her designee(s) shall serve in that place. If more than one such commissioner/director is required by law to serve on any council, commission, board or other entity, an equivalent number of representatives of the Office of Workforce Development shall so serve.

BE IT FURTHER ORDERED that all unexpended balances of appropriations, grants, and contracts, including federal, state, and other funds or allocations for the past program years ending June 30, 2007 and past fiscal years ending September 30, 2007 of the programs transferred by this Executive Order from the Alabama Department of Economic and Community Affairs, and other units of State government and programs effected by this Executive Order to the Office of Workforce Development shall be transferred to the Office of Workforce Development. All funds, including federal, state and other funds appropriated, granted, or contracted to Alabama Department of Economic and Community Affairs, and other units of State government and programs effected by this Executive Order for the program years beginning July 1, 2007 and fiscal years beginning October 1, 2007 shall be transferred to the Office of Workforce Development for its use under the same terms and conditions as specified by any act, grant or contract, or as otherwise specified by law. All books, records, papers, documents, property (real and

personal), and pending business pertaining to the rights, powers and duties transferred by this Executive Order from the Alabama Department of Economic and Community Affairs, and other units of State government and programs effected by this Executive Order to the Office of Workforce Development, including but not limited to material in electronic or magnetic format and necessary computer hardware and software, shall be delivered to the Office of Workforce Development pursuant to the direction of the Director of the Office of Workforce Development.

BE IT FURTHER ORDERED that the rights, powers and duties transferred to the Office of Workforce Development by this Executive Order shall be vested in and shall be exercised by the Office of Workforce Development. Each act done in exercise of such rights, powers and duties shall have the same legal effect as if done by the Alabama Department of Economic and Community Affairs, or other affected units of State government and programs, their officers or employees thereof as it pertains to the programs transferred by this Executive Order.

BE IT FURTHER ORDERED that this Executive Order shall not affect any act done, ratified or canceled or any right occurring or established or any action or proceeding had or commenced in an administrative, civil or criminal cause regarding a unit of State government effected by this Executive Order as it pertains to the programs transferred before this Executive Order takes effect, but such actions or proceedings may be prosecuted and continued by the Office of Workforce Development.

BE IT FURTHER ORDERED that, as soon as practicable hereafter, the Office of Workforce Development shall revise and clarify the rules transferred to it under this Executive Order to reflect the reorganization of rights, power and duties affected by this Order. The parent state agency of the Office of Workforce Development may propose and adopt such other rules of the reorganized agencies that will now be administered by the Office of Workforce Development and approved by the Legislative Council where applicable.

BE IT FURTHER ORDERED that the Office of Workforce Development shall operate in full cooperation with the Department of Postsecondary Education which shall be the primary, but not sole, provider of workforce education and training.

BE IT FURTHER ORDERED that, if any provision of this Executive Order or its application to any person or circumstance is held invalid by any court of competent jurisdiction, this invalidity does not affect any other provision or application of this Executive Order which can be given effect without the invalid provision or application. To achieve this purpose, the provisions of this Executive Order are declared to be severable.

BE IT FURTHER ORDERED that this Executive Order shall become effective immediately upon its execution and shall remain in effect until amended or modified by the Governor.

DONE AND ORDERED this 5th day of October, 2007.



Bob Riley, Governor

GOVERNOR'S OFFICE OF WORKFORCE DEVELOPMENT
The Honorable Bob Riley
Governor of Alabama

State Workforce Development Council

Ms. Joan Davis, Chair
Interim Chancellor, Alabama Community College System

Mr. Tom Surtees, Co-Chair
Director, Department of Industrial Relations

Dr. Matthew Hughes
Director, Governor's Office of Workforce Development

Ms. Doni Ingram
Director, Alabama Department of Economic and Community

Mr. Neal Wade
Director, Alabama Development Office

Ms. Nancy Buckner
Commissioner, Department of Human Resources

Ms. Irene Collins
Commissioner, Department of Senior Services

Mr. Ed Castile
Director, Alabama Industrial Development Training Institute (AIDT)

Dr. Joe Morton
State Superintendent of Education

Mr. Cary Boswell
Commissioner, Department of Rehabilitation Services

Dr. Linda C. Young
President, George C. Wallace Community College

Ms. Cheryl Smiley Williams
President, The Coleman Group: Spherion Staffing

Mr. Marty Parker
Technology Resource Manager, Boise

Regional Council Chairs FY09-10

Region 1

Grady Batchelor
Winston Co. IDA

Region 6

John Clyde Riggs
Alabama-Tombigbee Regional Commission

Region 2

Ronnie Boles
General & Automotive Machining

Region 7

Connie Bainbridge
Prattville Chamber of Commerce

Region 3

Judge William "Sonny" Ryan
Hale County

Region 8

Titus Lindsey
Alabama Power

Region 4

Ed Gardner
Birmingham Business Alliance

Region 9

Bob Higgins
Baldwin County EDA

Region 5

Walter Jacobson
Bowater Newsprint

Region 10

Tucson Roberts
Covington County EDC

Alabama Workforce Development
Regional Councils

